

VISIT...

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EMPLOYEE OPINION SURVEY PLANNING FORM

Objective: To

Information Purposes

What to Survey

EMPLOYEE OPINION SURVEY PLANNING FORM, page 2

Who to Survey

<i>Grouping</i>	<i>Number</i>

When to Survey _____

To: _____

To assist in this effort, we are sending a questionnaire to a number of employees. Please take a few moments and answer the following questions. Then return the completed questionnaire to _____. We need to receive all completed questionnaires by _____.

Number *Area*

[illegible]

Once you have listed all the areas you feel should be surveyed, enter a number on the short line in front of each area you identified. The number should indicate how important you feel each area is to an overall evaluation of our company. Use a 3 to indicate the area is very important to an evaluation of our company's conditions of employment, a 2 to indicate the area is important to an evaluation of our company's conditions of employment, and a 1 to indicate the area is not too important to an evaluation of our company's conditions of employment.

Now, write one of the three numbers on the short line in front of each area.

With that accomplished, you have completed the questionnaire. Your responses will be combined with those from other employees, and a final list developed for our employee opinion survey.

CONDITIONS OF EMPLOYMENT

[illegible]

EMPLOYEE OPINION DIMENSION IDENTIFICATION SURVEY

To: _____

Our company is in the process of creating an employee opinion survey. Its purpose will be to discover the perceptions of our employees regarding the conditions of employment at our company. Your assistance is requested to assist in identifying the conditions to survey.

A number of possible employment conditions have been identified and defined. They appear below in bold letters. Read them and their definitions. If you feel any should not be included as the basis for our survey, cross them off. If you feel some should be added, write their names on the lines at the end of the list along with a short definition.

When you are satisfied that all conditions have been identified, indicate how important you feel each one is to be part of the survey. You can indicate that by writing a number on the short line in front of each bold area. Use the following numbers:

- 3 Very important
- 2 Important
- 1 Not too important

When you have completed this survey, please return it to _____. We need to have all returned no later than _____.

- ___ **Immediate Supervision**—the direction, planning, and control exercised by the individual to whom you report
- ___ **Job Assignment**—the responsibilities and authorities of the job you are asked to perform
- ___ **Communication**—the communication you receive and provide
- ___ **Performance Measurement**—the evaluation of your individual job performance
- ___ **Compensation**—the cash rewards you receive for your work
- ___ **Benefits**—the noncash rewards you receive for your work
- ___ **Job Security**—the confidence you have in your safety and continuation of employment

- **Executive Management**—the leadership, planning, and control exercised by the senior executives of the company
- **Equal Treatment**—the fair and nondiscriminatory treatment you and other employees receive
- **Training**—the training provided for your current job, changes to your job, and future jobs
- **Career Opportunities**—the opportunities to increase your responsibilities and grow within the company
- **Facilities**—the environment in which you work and the availability of necessary equipment and supplies
- **Overall Company**—all the things that contribute to the company and its operations

MEETING GUIDE

The meeting is meant to be conducted in a conference setting. Two chart pads with markers are required. Also required is the list of conditions of employment and their definitions for each participant along with note-taking pads and pencils.

We are here today to determine the areas that will serve as a basis for our company's employee opinion survey. The survey will be conducted to discover the opinions of our employees regarding conditions of employment.

A number of areas have been suggested. Our task is to review those areas and make any change we feel is required.

Let's begin by each of you reviewing the conditions of employment that have already been suggested.

Distribute a list of those areas to each participant. Then read the titles and their definitions.

If you feel any should not be included as the basis for our survey, cross them off.

Give them a moment to do this.

Now, if you feel some should be added, write their names on the lines at the end of the list along with a short definition.

Give them a moment to do this.

Now, indicate how important you feel each one is to be part of the survey. You can indicate that by writing a number on the short line in front of each bold area. Use a 3 for the areas you feel are very important; a 2 for the areas you feel are important; and a 1 for areas you feel are not too important.

Give them time to do this. It may require five to ten minutes.

When they have completed this, say:

You have just rated possible areas to use as a basis for our employee opinion survey. Now you are going to meet in small groups and as groups, arrive at ratings for these conditions of employment.

You are to place the conditions of employment into groups that represent the three ratings.

It is important in your group work to express your feelings and discuss any differences, so do not make it a mathematical activity. Do not add your ratings and divide by the number in your group. That is not what the exercise is about.

Divide them into groups and start the process. Circulate among the groups as they work.

There is no specific time limit for this assignment, but it usually requires between ten and fifteen minutes.

When the groups have completed the assignment, reconvene the entire group.

Have each group read its decisions for the first category (Very Important). As they do, write these on a chart pad or board. Repeat the procedure for the other two categories, each on a separate sheet of chart paper for each group. Post the charts so all three can be seen at one time.

So, what you have done is first individually rate the conditions of employment as to their importance for an employee opinion survey.

Then, in small groups, you discussed and arrived at group decisions regarding their importance.

If the categories are the same, you can move on to the conclusion of the session. If there are differences, you need to resolve them by discussion.

Accomplish that through the use of overhead questions (questions asked of the entire group rather than individuals). However, it may take a minute or two before you receive a response. Ask for the basis for conflicting ratings of the same conditions of employment. If the group does not decide through discussion, have them vote.

Continue with this process (without a break) until all are in agreement as to the categories.

You have now categorized the conditions of employment for the

employee opinion survey. The questions on the survey will be based on these categories and degrees of importance.

If you have time, you can have the group identify the three most significant subareas of each condition of employment. For example, Compensation might include annual reviews, job evaluations, and methods of pay. You can have the participants indicate the importance of each of these subareas using the following three categories:

1. Very Important
2. Important
3. Not Too Important

If you have limited time, identify the subareas for just the Very Important category items. Check for questions.

AREA RESULTS COMBINING FORM

[illegible]

INFORMATION COMBINATION FORM

Group: _____ **Group:** _____

Item	Number	Value	Result	Number	Value	Result	Total
------	--------	-------	--------	--------	-------	--------	-------

[illegible]

DEMOGRAPHIC IDENTIFICATION FORM

Demographic

Identification

DETERMINING QUESTION GUIDELINES

Desired time for completion of survey

_____ minutes x 60 =

a. _____ seconds

Number of demographic questions

_____ x 15 seconds =

b. _____ seconds

Number of essay questions

_____ x 120 seconds =

c. _____ seconds

Number of dimensions

_____ x 2 x 10 seconds =

d. _____ seconds

Total basic question time (b + c + d) =

e. _____ seconds

Available time for survey questions (a - e) =

f. _____ seconds

Total number of subareas in all areas

g. _____

Time per subarea (f ÷ g) =

h. _____ seconds

Questions per subarea (h ÷ 10) =

i. _____ questions

QUESTION DEVELOPMENT FORM

Dimension _____ Subarea _____ Question Guideline _____

Specifics

Questions

_____ Satisfaction____ Importance____ Rating____ Agreement____
Other _____

_____ Satisfaction____ Importance____ Rating____ Agreement____
Other _____

_____ Satisfaction____ Importance____ Rating____ Agreement____
Other _____

_____ Satisfaction____ Importance____ Rating____ Agreement____
Other _____

_____ Satisfaction____ Importance____ Rating____ Agreement____
Other _____

_____ Satisfaction____ Importance____ Rating____ Agreement____
Other _____

_____ Satisfaction____ Importance____ Rating____ Agreement____
Other _____

_____ Satisfaction____ Importance____ Rating____ Agreement____
Other _____

_____ Satisfaction____ Importance____ Rating____ Agreement____
Other _____

_____ Satisfaction____ Importance____ Rating____ Agreement____
Other _____

SATISFACTION QUESTIONS

Dimension _____ **Subarea** _____

Response Scale

Very Satisfied	Somewhat Satisfied	Neither Satisfied nor Dissatisfied	Somewhat Dissatisfied	Very Dissatisfied
-------------------	-----------------------	--	--------------------------	----------------------

Questions

How satisfied are you with _____?

How satisfied are you with _____?

How satisfied are you with _____?

How satisfied are you with _____?

How satisfied are you with _____?

How satisfied are you with _____?

How satisfied are you with _____?

How satisfied are you with _____?

How satisfied are you with _____?

How satisfied are you with _____?

How satisfied are you with _____?

How satisfied are you with _____?

How satisfied are you with _____?

How satisfied are you with _____?

How satisfied are you with _____?

AGREEMENT QUESTIONS

Dimension _____ **Subarea** _____

Response Scale

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
----------------	-------	----------------------------	----------	-------------------

Statements for Agreement/Disagreement

[illegible]

RATING QUESTIONS

Dimension _____ **Subarea** _____

Response Scale

Excellent Very Good Typical Fair Poor

Questions

How do you rate _____ ?

How do you rate _____ ?

How do you rate _____ ?

How do you rate _____ ?

How do you rate _____ ?

How do you rate _____ ?

How do you rate _____ ?

How do you rate _____ ?

How do you rate _____ ?

How do you rate _____ ?

How do you rate _____ ?

How do you rate _____ ?

How do you rate _____ ?

How do you rate _____ ?

How do you rate _____ ?

How do you rate _____ ?

How do you rate _____ ?

AMOUNT QUESTIONS

Dimension _____ **Subarea** _____

Response Scale

Much Too	Too	Just	Too	Much Too
Much	Much	Right	Little	Little

Statements for Amount

[illegible]

IMPORTANCE QUESTIONS

Dimension _____ Subarea _____

Response Scale

Very Important	Somewhat Important	Neither Important nor Unimportant	Somewhat Unimportant	Very Unimportant
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Questions

How important to you is _____?

How important to you is _____?

How important to you is _____?

How important to you is _____?

How important to you is _____?

How important to you is _____?

How important to you is _____?

How important to you is _____?

How important to you is _____?

How important to you is _____?

How important to you is _____?

How important to you is _____?

How important to you is _____?

How important to you is _____?

How important to you is _____?

How important to you is _____?

SUPPLEMENTAL QUESTIONS

Ranking Questions

Multiple-Choice Questions

Other

Final Question

AN ANNUAL EMPLOYEE OPINION SURVEY

(Company Letterhead)

(Date)

To all employees:

You are about to participate in an employee opinion survey. We conduct such a survey every year to provide an opportunity for you to communicate your opinions about the conditions of employment at our company. All employees will have an opportunity to complete a survey, and some will also be invited to participate in small groups to provide any needed additional information.

We will have the results of the survey within two months. At that time, an all-employee meeting will be held to review those results. That meeting will be followed by department meetings in which you can raise questions and develop suggestions for contributing to our company's conditions of employment.

Your responses to the survey questions will be held in confidence. You will not be asked to identify yourself. For those who wish to do so, a place is provided at the end of the survey, but that is optional. You are not required or expected to give your name.

The completed surveys will be collected by representatives of our employee opinion survey consulting firm. They will tabulate and report the results. They will be the only ones to actually see the completed surveys.

As with past surveys, you will be asked to provide some personal information. Such information allows the results to be reported by different groupings of employees such as department and length of service.

If you are uncomfortable supplying that type of data, you may leave those questions blank, but it is hoped you will see their value and supply the requested responses.

We view our annual employee opinion surveys as an opportunity to continue to improve the two-way communication process at our company.

Thank you for your participation,

(Signature and Title)

Instructions

Our survey consists of three items: this booklet, which contains all of our survey questions, and two answer sheets. You are not to write in this booklet. All your answers are to be on the two answer sheets.

The first answer sheet is for the majority of the survey questions. Each question is followed by several possible responses. When you select your response, you mark it on the answer sheet after the number of the question.

The second answer sheet is for responses that cannot be recorded on the first answer sheet. These are the last questions of the survey.

Use a number 2 pencil to mark all your answers. The answer sheets are machine-tabulated, and only number 2 pencil marks are recognized by the machine.

The first step is to code the two answer sheets. You are going to write the same number on both sheets. This is not to identify you. It is to ensure your responses on the two answer sheets are tabulated together.

Note: at the top left section of the first answer sheet is a heading—Identification Number. Beneath it are ten small boxes.

Using the first seven small boxes, write a seven-digit number with one number in each small box. It can be any seven digits you wish.

Identification Number

1 0 1 9 2 0 4 _ _ _

The last three small boxes are to be used to identify your department. This will allow the survey to be tabulated by department and the results reported to each department. From the following list, find the three-digit number that identifies your department and write it in the last three small boxes.

Finance

- 101 Finance
- 102 Information Services
- 103 Other Finance

Health Services

- 201 Provider Relations/Wellness
- 202 Health Care Management
- 203 Medical, Quality, and Risk Management
- 204 Utilization Review
- 205 Other Health Services

Administration

- 301 Claims/COB
- 302 Group Administration/Billing
- 303 Office Services/Claims Control
- 304 Other Administration

Marketing

- 401 Member Services
- 402 Sales and Service
- 403 Other Marketing

All Other Departments

- 500 All Other Departments

For example, using the earlier same seven digits and assuming you are in the Member Services department, your final number would be:

Identification Number

1 0 1 9 2 0 4 4 0 1

The second answer sheet also has space at the top for a ten-digit number. Write in that space the same number you just wrote on the first answer sheet.

Your two answer sheets should now have the same ten-digit number at the top.

Now, return to your first answer sheet. Note that beneath each of the numbers you entered is a column of small circles. They are identified as zero through nine. Since our tabulating equipment cannot read handwriting, we need to code the identification number you just created. To do this, find the appropriate circle beneath each digit and darken it. For example, using the number shown earlier, the coding would appear as:

IDENTIFICATION NUMBER									
1	0	1	9	2	0	4	4	0	1
0	0	0	0	0	0	0	0	0	0
1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9	9

The next area on the first answer sheet is headed Date. Then there is a Month, Day, and Year subheading. The subheadings have columns of circles beneath them. First, in the Month column, darken the circle for this month.

Next, in the Day column, darken the circle or circles for today's date. Finally, in the Year column, darken the circle for the last digit of this year.

If today was July 14, 2002, your answer sheet would appear as:

DATE			
MO	DAY		YEAR
JAN			
FEB	1	4	02
MAR	0	0	0
APR	1	1	1
MAY	2	2	2
JUN	3	3	3
JUL	4	4	4
AUG	5	5	5
SEP	6	6	6
OCT	7	7	7
NOV	8	8	8
DEC	9	9	9

The next area is headed Special Codes, and beneath it are seven small boxes each headed by a letter (A through G). We are going to use these for recording demographic information. This is the information that will allow results to be reported by various employee groupings. However, if you are uncomfortable answering them, leave them blank and turn to the next page.

Read the following questions, then select your answer to each question, and record it in the box headed by the same letter as the question by darkening the appropriate circle in the column beneath each small box.

A. What is your length of service with our company?

1. Six months or less
2. From six months to one year
3. From one year to three years
4. From three years to five years
5. More than five years

B. Of which group of employees are you?

1. Executive

2. Management
3. Supervisor
4. Professional
5. Clerical
6. Other

C. Of which group are you?

1. Caucasian
2. African-American
3. Hispanic
4. Native American
5. Asian
6. Other

D. What is your gender?

1. Male
2. Female

Your answer sheets are now prepared, and you are ready to begin the survey. Here are a few final instructions:

If you need to change an answer, fully erase the old answer and then mark your new one.

There are five possible responses provided for each question, but you only mark one response for each question.

There are no right or wrong answers. You are being asked to share your opinions, and whatever your opinion is is the correct response.

Select the best alternative response from those given—the one that closest reflects your opinion. If no choices exactly fit your opinion, try to select the one that comes closest. However, if none of the responses reflects your opinion, you can leave the question blank.

As you are answering the questions in this survey, you may wish to provide additional information or explain an answer. If so, space is provided on the second answer sheet.

You may have all the time necessary to complete the survey. When

completed, place your answer sheets in the box by the door and your survey booklet on the table by the door.

If you have to leave the room during the survey, leave all your materials on the desk until you return.

If you have any questions, ask the administrator.

Questions

On this page, the survey questions begin. Note they are each identified here and on the answer sheet by a number. Be sure to mark your response after the appropriate number on the answer sheet.

Each of the following questions requests you to indicate how important to you various conditions of employment at our company are. Indicate your response using the following scale. Be sure to darken the appropriate lettered box.

<i>Very Important</i>	<i>Important</i>	<i>Neither Important nor Unimportant</i>	<i>Unimportant</i>	<i>Very Unimportant</i>
A	B	C	D	E

1. How important to you is it to work at our company?
2. How important to you are employee policies at the company for which you work?
3. How important to you is the consistent administration of company policies?
4. How important is the work you do to our company's success?
5. How important to you is the job you do?
6. How important to you is the fairness of the way your company treats all employees?
7. How important to you is the overall training and development provided by your company?

8. How important to you is job security?
9. How important to you is the type of supervision you receive?
10. How important to you is it to be involved in quality customer service?
11. How important to you is the way your company deals with change?
12. How important to you is the overall communication at your company?
13. How important to you is the salary you receive?
14. How important to you is your total cash compensation?
15. How important to you are the benefits you receive?
16. How important to you are the overall operating procedures of the department in which you work?
17. How important to you are the opportunities to advance at our company?
18. How important to you is the performance of executive management?
19. How important to you is the quality of customer service provided by your company?
20. How important to you is the recognition you receive from your company?

How important are each of the benefits provided by our company?

21. Vision Benefits
22. Eyeglasses Discount
23. Employee Life Insurance
24. Dependant Life Insurance
25. Additional Employee Life Insurance
26. Employee Referral Plan

27. Accidental Death and Dismemberment Insurance
28. Travel Insurance
29. Time Away from Work
30. Employee Dental Insurance
31. Dependant Dental Insurance
32. Flexible Work Hours
33. Employee Health Care Coverage
34. Dependant Health Care Coverage
35. Pension Plan
36. Gainsharing
37. Tuition Reimbursement
38. Short-Term Disability Insurance
39. Long-Term Disability Insurance
40. Employee Assistance Plan
41. Prescription Drug Plan

The next statements are concerning your job and our company. Indicate the extent to which you personally agree or disagree with each one using the following scale for your responses:

<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither Agree nor Disagree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
A	B	C	D	E

42. I am proud to work for our company.
43. Company employee policies are administered the same in all departments.
44. I like my job—the work I do.
45. I am satisfied with the training provided for my current job.
46. I am satisfied with the amount of training offered for advancement.

47. Our company is concerned with the long-term welfare of its employees.
48. I feel secure that I will be able to work for our company as long as I do a good job.
49. I feel I can voice my opinion without fear of reprisal.
50. My supervisor is technically competent.
51. My supervisor is competent in human relations.
52. My supervisor deals with all employees fairly.
53. My supervisor deals with employee problems fairly.
54. Our company handles change well.
55. The communication I receive from the company is accurate.
56. The communication I receive from the company is timely.
57. Our company maintains salary levels that compare well to other companies in the area.
58. Our new incentive program is part of my total cash compensation.
59. Our company maintains benefits that compare well to other companies in the area.
60. I receive cooperation from other departments.
61. My department is well organized for the work it does.
62. The employees in my department work well as a team.
63. Company employee policies are properly and equally administered in my department.
64. I feel there is adequate opportunity for me to move to a better job within our company.
65. The job posting policy and procedure supports the advancement opportunities at our company.
66. My supervisor is concerned with providing quality service.
67. The employees of other departments are concerned with quality customer service.
68. Other departments are concerned with providing quality service.

- 69. I feel executive management is committed to quality customer service.
- 70. The company's executive management is concerned with providing quality service.
- 71. My supervisor recognizes my performance.
- 72. I have an annual set of performance standards.
- 73. Our company recognizes the accomplishments of employees.
- 74. I receive regular performance reviews.

On this page and the next one are questions to be answered using the following rating scale:

<i>Excellent</i>	<i>Very Good</i>	<i>Typical</i>	<i>Fair</i>	<i>Poor</i>
A	B	C	D	E

- 75. How do you rate our company as a place to work compared with other companies you know about?
- 76. How do you rate our company on treating employee problems fairly?
- 77. How do you rate the overall relationship between the company and its employees?
- 78. All things considered, how do you rate our company?
- 79. How do the company's employee policies compare with those of other companies you know about?
- 80. All things considered, how do you rate our company's employee policies and procedures?
- 81. All things considered, how do you like your job?
- 82. All things considered, how do you rate the fairness with which our company treats all employees?
- 83. All things considered, how do you rate the overall training and development provided?
- 84. How do you rate our company's business prospects for the next five years?

85. All things considered, how do you rate the job security provided by our company?
86. How do you rate your supervisor's credibility?
87. All things considered, how do you rate the supervision you receive?
88. All things considered, how do you rate the way in which our company deals with change as it relates to your job?
89. How do you rate the amount of communication you receive from our company?
90. How do you rate the level of communication of employee policies and procedures?
91. How do you rate the amount of communication you receive regarding quality customer service?
92. How do you rate the amount of communication you receive regarding the company's plans?
93. How do you rate the amount of communication you receive regarding reorganization?
94. All things considered, how do you rate the overall communication at our company?
95. How do you rate the total cash compensation you receive compared to what you could receive for similar work from another company in the area?
96. How do you rate the relationship between the amount of compensation you receive and your performance?
97. All things considered, how do you rate our company's overall total cash compensation program?
98. How do you rate the benefits you receive compared to those you could receive from another company in the area?
99. All things considered, how do you rate our company's overall benefits?
100. In your opinion, how do employees of other departments rate your department?

101. All things considered, how do you rate your department's overall operating procedures?
102. How do you rate your long-term career potential at our company?
103. All things considered, how do you rate the opportunities to advance at our company?
104. How do you rate the credibility of our executive management?
105. All things considered, how do you rate executive management's performance?
106. All things considered, how do you rate the quality of our customer service?
107. All things considered, how do you rate the recognition you receive at our company?

On this page are questions to be answered using the following scale:

<i>Much Too Much</i>	<i>Too Much</i>	<i>Just Right</i>	<i>Too Little</i>	<i>Much Too Little</i>
A	B	C	D	E

108. How do you feel about the quantity of work you are asked to perform?
109. How do you feel about the quality of work you are asked to perform?
110. How do you feel about the amount of time your supervisor spends with you?
111. How do you feel about the amount of change occurring within our company?
112. How do you feel about the amount of organizational change as it relates to our company?
113. How do you feel about the amount of organizational change as it relates to quality customer service?

114. How do you feel about the number of approvals required to get a decision made?
115. How much concern do you feel our company's executive management has for our company members?
116. How much concern do you feel our company's executive management has for our providers?
117. How much concern do you feel our company's executive management has for our employees?
118. How much concern do you feel our company's executive management has for customers?
119. How much has the quality of our company's customer service changed over the last year?
120. What is your level of understanding of quality customer service?

On this page are questions to be answered using the following scale:

<i>Very Satisfied</i>	<i>Satisfied</i>	<i>Neither Satisfied nor Dissatisfied</i>	<i>Dissatisfied</i>	<i>Very Dissatisfied</i>
A	B	C	D	E

121. All things considered, how satisfied are you with our company?
122. All things considered, how satisfied are you with our company's employee policies?
123. All things considered, how satisfied are you with your job?
124. All things considered, how satisfied are you with the fairness of the way the company treats all employees?
125. All things considered, how satisfied are you with the training and development provided by our company?
126. All things considered, how satisfied are you with your job security at our company?

127. All things considered, how satisfied are you with the supervision you receive?
128. All things considered, how satisfied are you with your level of involvement in quality customer service?
129. All things considered, how satisfied are you with the way our company deals with change as it relates to your job?
130. All things considered, how satisfied are you with the overall communication at our company?
131. All things considered, how satisfied are you with your salary at our company?
132. All things considered, how satisfied are you with the benefits provided by our company?
133. All things considered, how satisfied are you with your department's overall operating procedures?
134. All things considered, how satisfied are you with the opportunities to advance at our company?
135. All things considered, how satisfied are you with the company's quality standards?
136. All things considered, how satisfied are you with the changes that have been made to the quality standards?
137. All things considered, how satisfied are you with the quality of customer service?
138. How satisfied are you with the amount of change occurring within our company?
139. How satisfied are you with the amount of organizational change as it relates to our company?
140. How satisfied are you with the amount of organizational change as it relates to quality customer service?
141. All things considered, how satisfied are you with the recognition you receive at our company?

Rate your satisfaction with each of the benefits provided by our company.

- 142. Vision Benefits
- 143. Eyeglasses Discount
- 144. Employee Life Insurance
- 145. Dependant Life Insurance
- 146. Additional Employee Life Insurance
- 147. Employee Referral Plan
- 148. Accidental Death and Dismemberment Insurance
- 149. Travel Insurance
- 150. Time Away from Work
- 151. Employee Dental Insurance
- 152. Dependant Dental Insurance
- 153. Flexible Work Hours
- 154. Employee Health Care Coverage
- 155. Dependant Health Care Coverage
- 156. Pension Plan
- 157. Gainsharing
- 158. Tuition Reimbursement
- 159. Short-Term Disability Insurance
- 160. Long-Term Disability Insurance
- 161. Employee Assistance Plan
- 162. Prescription Drug Plan

For the following question, use the answers shown and respond by darkening the appropriate letter.

163. From what source do you receive most of your information about our company and your job?

163. A Grapevine

163. B Supervisor

- 163. C Other employees
- 163. D Company publications
- 163. E Meetings
- 163. F Bulletin boards
- 163. G Newsletter
- 163. H Other

Supplemental Answer Sheet

Identification Number

— — — — — — — — — —

164. If you have any additional information or comments that you feel will be of assistance to this survey, please write them in the space below.

Conduct Supervisor-Led Survey Report Meetings

Overview of survey results for the company

Questions and discussion of overall survey results

Review of survey results that apply to the department

Questions and discussion of department results

Identification of areas of needed improvement that can be addressed at the department level

Establishment of objectives for improvement based on survey results

Assignment of accountability for implementing objectives

Establishment of a follow-up meeting to review progress in fulfilling objectives

A SUGGESTED GUIDE

Once all participants have arrived, welcome them and then review the instructions for the survey. If the survey includes a letter or other communication from an executive of the company, read it to the employees. You may start by saying:

You are about to participate in a survey designed to collect the opinions of our employees regarding the conditions of employment at our company.

Tell them if this is the first survey or one of a series of surveys that is regularly conducted. If one of a series, tell them when the last one was conducted and how the results were used.

The results from this survey will be available in approximately (fill in the time).

If the initial results of the survey indicate additional information is required, focus groups with randomly selected employees will be conducted and the information from those meetings will be included in the final survey report.

At that time, a meeting of all employees will be held to share those results, answer your questions, and describe management's plans.

Then meetings will be held with all employees to communicate the final survey results and provide an opportunity for questions. Those meetings will be followed by department meetings to review final results that apply to your work areas and to develop plans for continual improvement.

If your reporting to employees will be different, describe exactly what it will be. A detailed description of the process is not necessary—just the broad outlines and the fact that employees will be told the results.

The company views this as an opportunity to continue and improve our two-way communication process that has proved so effective.

Your responses to the survey are completely anonymous and will be kept confidential. There is a place to enter your name, but that is not required. However, some demographic information is requested. It is information that allows results to be reported by different groups.

By being able to report by these various groupings, such as department and length of service, it provides us with more usable information.

If you are uncomfortable supplying that type of data, you may leave all or some of those areas blank, but it is hoped you will see their value and supply the requested responses.

Are there any questions regarding the survey's purpose, use, and confidentiality?

Answer any questions before continuing.

It is important that your survey be completed at a certain time, so if for any reason you cannot stay the full amount of time allocated, it is better if we reschedule your participation

Wait to see if anyone needs to be rescheduled.

Also, there will be no interruptions during the survey. Any messages for you will be held until you complete the survey. Also, at this time any pagers, cell phones, and beepers should be turned off.

Answer any questions before beginning the specific instructions. Assuming you will be using a booklet of questions, a separate multiple-choice answer sheet, and a separate written response sheet, your instructions will be similar to:

Our survey consists of three parts: a survey booklet and two answer sheets.

If not already distributed, distribute these items at this point.

The survey booklet contains all of the survey questions, but please do not open it at this time.

The answer sheets are for you to record your responses to the survey questions. You do not write in the survey book. Instead, read each question and then respond on one of the answer sheets.

One of the answer sheets is for responding to multiple-choice questions. It is the one with the circles to be darkened. Most of the survey questions are multiple-choice questions, and they are the first ones in the survey.

You answer by darkening the appropriate circle. Use the number two pencil we have provided. Do not use anything else, such as a pen, since the machine that tabulates the results will not recognize anything but a number 2 pencil.

The second answer sheet is for responding to those questions that request written answers. Those questions are the last ones in the survey.

The instructions for recording responses will vary by survey format. The following can be used as a guideline:

The majority of this survey consists of questions and statements with five possible responses. You should read each question and then decide what you believe to be the response that best represents your opinion.

At times, you may not feel that any of the responses for a question fully describes your opinion. If that occurs, select the response closest to your opinion. Try not to leave a question without a response.

There are no right or wrong answers to these questions. They ask for your opinion—what you think—so whatever your opinion is, that is the correct response.

Your responses are marked on a separate answer sheet. The answer sheet contains numbers that agree with the question numbers in the survey booklet. Each is followed by five small (squares or circles). Each of the (squares or circles) is in a column that is headed by a (letter or number) that equates with the responses offered in the survey booklet.

Locate the correct response for the question, and then darken the (square or circle). Darken it completely using the pencil provided. Do not use any other marking instrument. The answer sheets are machine-tabulated and marking instruments such as pens are not recognized by the machine.

If you wish to change an answer, completely erase the first one and then mark the new one.

Remember, you mark only one response for each question. If you mark more than one, your responses to that question will not be tabulated.

Most answer sheets have one or two practice response areas. If so, lead the participants through completion of those responses. Then check for questions.

The final questions in the survey use a second answer sheet. In fact, those questions are actually printed on that answer sheet. The survey booklet will direct you to its use.

If you are using two answer sheets, you need to cross-reference them. The first sheet will have demographic information, and you want to be able to relate that information to any responses on the second sheet. One method of accomplishing this is to say to participants:

You will note on your first answer sheet a space for a seven-digit identification number. The purpose of using an identification number is to coordinate your two answer sheets, which allows reporting by the various demographic groupings.

So, make up a seven-character identification code. It can be all numbers, all letters, or a combination of numbers and letters. Then write that ID code on the identification line.

In some cases, you may want the participant to record the code by darkening appropriate circles, if provided, on the answer sheet for identification. If so, you have to comply with the specific requirements of the answer sheet.

Now, write that same identification code on the second answer sheet where required.

Check again for questions.

When you have completed your survey, drop the answer sheets in the box by the door as you leave. The booklet and pencils should be placed on the table by the door.

The completed answer sheets will all be sent to (name of tabulator) who will tabulate and report the results. Your completed answer sheets will not be seen by anyone at the company, and after results have been tabulated, they will be destroyed.

Now, a couple of rules: the survey is meant to be completed by individual employees, so no talking with each other. If you must leave the room for any reason before completing the survey, leave all survey materials at your chair. You can take as long as necessary to complete the survey. There is no time limit. The average is about one hour, but some people take more time and some less. If only a part of your survey is completed, only that part will be tabulated.

Check one more time for questions, and then have them begin the survey.

ADDITIONAL INFORMATION IDENTIFICATION

Information Needed

Source

Procedure

Number

A SUPERVISOR'S GUIDE FOR AN EMPLOYEE OPINION SURVEY FEEDBACK SESSION

Introduction

This Supervisor's Guide has been prepared to assist you in communicating the results of our employee opinion survey to the employees in your area of accountability. The guide is meant to be used in conjunction with training provided by the human resources department.

If you have any questions about the survey results or how to conduct the feedback session, be sure to check with the human resources department.

Preparations

In order to conduct this session you need to make the following preparations:

- Obtain an adequate size room with tables and chairs. The table arrangement should be a conference or U-shaped table. There needs to be adequate number of seats for all employees.

- Have paper and pencil for all employees or require each employee to bring paper and pencil.

- Obtain a flip chart with appropriate markers.

- Obtain an overhead projector.

- Obtain transparencies of the dimensional survey pages for your department. Also, obtain transparencies for any other elements of the survey results to be communicated to the employees.

- Review with your department vice president her responses to the survey results for her area.

- Obtain from the department vice president any specific overall action plans that have been made as a result of the survey.

- Obtain correct factual information for any issues raised by the survey.

Review the survey results for your area of accountability and identify areas you feel should be discussed.

Notify employees of the meeting time and location. Generally, a meeting of this type requires between two and three hours.

Session Outline

Open the session and describe the meeting	15 minutes
Review survey results	60 minutes
Develop action plans	60 minutes
Conclude the session	15 minutes

Session Guide

Arrive ahead of time to ensure that the room is properly set up and all materials are present. When the employees arrive, be sure they all know each other. Make introductions if necessary.

When all employees are there, or it is the scheduled starting time, whichever comes first, begin the meeting.

Opening the Session (15 Minutes)

Good morning/afternoon. Today we are here to review the results of our employee opinion survey. More specifically, we are going to be looking at the results for our area of accountability. That is something new with this year's survey. This is the first survey in which we have been able to examine the results for units smaller than the entire company.

After I review the results with you, we are going to spend some time deciding what actions we can take to help further improve conditions of being an employee of our company. In total we will probably be here three hours. It is an important three hours. It is an opportunity for us to examine our perceptions and to take the type of actions for which we have been empowered.

Now, are there any questions?

Answer any procedural questions before continuing. However, specific questions about the survey results will probably be answered during the session. If questions arise any time during the session that will not be answered in the session, you may want to record them on a chart pad and post it at the side of the room. Then following the meeting, answers can be obtained for these questions and communicated to the employees.

You might want to have the department vice president open the session. Before you examine your area's results, the person to whom you report may want to comment on the overall departmental results. However, it is best that the departmental vice presidents not stay for meetings conducted by people reporting to them.

Survey Results (60 Minutes)

The statistical results are reported as graphs. Each graph includes the results for a specific item or dimension by:

- Total company

- Your department

Be sure to check your survey results and know exactly what groups are reported. If an overall communication to all the employees has already been published, refer to it briefly. On the other hand, the company may want you to distribute some type of overall communication booklet at this meeting.

The statistical survey reports are presented in sections:

- Demographics—the number of people in each reported group

- Dimension—results by dimension—major employment area

- Levels of significance

- Item—results by specific question

- Ranking of questions by number of positive responses

- The relationship of importance and satisfaction for the dimensions and benefits.

In addition to the statistical results, 110 employees provided written comments. You need to check with the person to whom you report to determine if there are written comments appropriate and available for your department. Also, an analysis was prepared and delivered by the company's consultant and is available for review. It can provide insights into overall company results.

All graphs are reported by the percentages of positive, neutral, and negative responses. Generally, surveys of this type are analyzed by their positive responses, but we have found it more useful to view all three categories of responses.

The majority of questions on the survey (161 in total out of 163) had five possible responses. For individual items the five responses are shown. Also shown are variations from the overall total by groups and their levels of significance.

Levels of significance refer to the statistical evidence that any difference is a real difference and not just due to chance. Levels of significance on this survey are calculated two ways. A single asterisk indicates that there is a statistically significant difference between the number of a group's positive responses and that of the total employees. A double asterisk means it is even more significant. Differences without asterisks are not considered significant.

The statistical report includes a table of level of significance by dimension and group within the report.

The demographics indicate the number of people who identified themselves as being within a certain group. Keep in mind that sometimes people purposely or mistakenly identify themselves as in the wrong group. In any event, you should compare the number of people in your area of accountability who participated in the survey and the number who claimed to be in that area.

Reviewing the responses to 163 questions can be somewhat mind-boggling. Most people do best if the dimensions serve as the basis for the review. Dimensions are collections of responses for related questions.

Once dimensions have been reviewed, then any particular item in which your area of accountability differs significantly or any particular item which you feel your area of accountability should handle should be discussed. The negative items should only be reviewed if they make a contribution to understanding the survey.

As you show each dimension transparency, you might want to read the analysis of the overall company results and the company's response. Then, communicate your reaction for the overall department.

Go slowly. Give the employees time to understand each chart. Reveal only one chart at a time. Answer questions when they are asked.

Developing Action Plans (60 Minutes)

When you have completed reviewing the survey data, you should move into action planning. Actually, this is the key point of what you are doing.

First, communicate any action plans the company has already made as a result of this survey. Next, communicate any action plans for your department that have already been made. Then, you want to identify areas that require action plans. You might want to list these and then have the employees respond. On the other hand, it might be more effective to get their responses first and then list any additional ones you have.

Once the areas for needed action are identified, you need to develop specific action plans. The best way of doing this is to divide the employees into subgroups. Depending on the number of areas, assign each subgroup one or two plans and have them develop specific actions. Then, reconvene the entire group, have each subgroup present its results, and discuss whether or not to add to those plans.

The final outcome of this discussion should be a list of action plans by area. Each action plan should have a due date and some

type of measure of successful completion. Also, accountability for accomplishing the action plan should be assigned.

This should be a very positive part of the meeting. It is empowering to involve employees in improving their area and two-way communication between you and them.

One thing you want to avoid is any defensiveness. Even if employees are wrong, their perception is their reality. You need to talk things through. Don't defend. If necessary, provide factual information and try to discover if the facts someone believes are wrong. Do not argue. In this session you are a leader more than anything else.

Closing the Session (15 Minutes)

When the action plans are prepared, you need to close the session. Do so on a positive note. You may want to have your department vice president attend to hear the action plans and have him provide some recognition to the group for their effort.

The action plans from the group should be written and distributed to the group and your vice president.

SURVEY CHECKLISTS

Development Steps for Implementing an Employee Opinion Survey

Select a survey format.

Establish a specific objective for the survey.

Identify the purposes for which survey information will be used.

Identify the employee population to survey.

Identify the conditions of employment and their subareas to survey.

Determine where and when to survey.

Determine the employee demographics to identify and report.

Select the types of questions and responses.

Develop the questions for each area.

Sequence the questions.

Develop a security system.

Prepare the survey documents.

Prepare the survey administration rules and instructions.

Select the survey administrators.

Describe the tabulation report format.

Schedule the survey.

Notify the employees.

Train the administrators.

Obtain supplies and equipment.

Administer the survey.

Analyze the initial tabulation.
Obtain additional required information.
Prepare a management report.
Prepare a final report to employees.
Deliver the final report to employees.
Prepare individual supervisor reports.
Train the supervisors in a survey report meeting method.
Conduct supervisor-led survey report meetings.

Select a Survey Format

Written
Group-administered
Mailed
Individually administered on site
Online
On-site, computer-administered
Available on any computer
Focus group
Interview
Combination of two or more formats

Questions to Ask in Deciding Which Format to Use

What are the reasons for which you are conducting the survey?
How many employees do you have to survey?
How much time will your survey require to complete?
Which format best fits the culture of your company and abilities of your employees?
What is the employee survey history at your company?

A Recommended Format

A written survey administered to groups of employees or an online self-administered survey

Follow-up focus groups and/or interviews to obtain any required additional information

A survey report that includes:

- ☐ Analysis of all conditions of employment
- ☐ Satisfaction and importance perceptions for each condition of employment
- ☐ Comparisons with past survey results
- ☐ Management reactions and plans for each condition of employment

Use of survey results in two-way communication

Development of objectives based on survey results

Employee Opinion Survey Guidelines

Do not conduct an employee opinion survey without a clear and specific objective.

Obtain management support for a complete survey plan before beginning development.

Be sure you have fully and in a timely fashion communicated the objective of the survey and use of its results to all employees.

Make provisions to protect employee confidentiality.

Administer the survey objectively.

Deliver survey results as promised.

Do not attempt to affect survey results.

Do not use employee opinion surveys for voting.

Establish a Specific Objective for the Survey

A good objective is one that is based on a specific reason for the survey and describes its primary goal, for example: to discover employee perceptions regarding their satisfaction with conditions of employment.

State your objective in one sentence beginning with the word “To” and ensure it answers the questions:

- ☐ Why do you want to conduct an employee opinion survey?
- ☐ What are the areas for which you want to know employees’ opinions?
- ☐ What employees do you want to survey?

Identify the Purposes for Which Survey Information Will Be Used

State each in one sentence beginning with the word “To.”

Write them in descending order of importance, that is, write the most important purpose first, the next most important second, and so on.

If you have more than eight purposes listed, review them to determine:

- ☐ Is each too detailed, limited, or specific?
- ☐ Is it possible to combine two or more?
- ☐ Are all really important?

Examples

To identify areas requiring management attention

To identify changes in employee perceptions from previous surveys

To communicate to employees their collective degree of satisfaction with all conditions of employment

To discover employees’ satisfaction along with their perceptions of the importance of working conditions

Identify the Employee Population to Survey

Identify the total group and any subgroups of employees to survey.

Determine the number needed from each group.

Select the number of employees required from each group.

Use random sampling if fewer than all employees selected.

Sample Size Determination

Consider the degree of confidence you require.

Consider the maximum allowable error you will accept.

Consider variations in the employee population.

Random Selection Techniques

Assign numbers:

- ☐ Assign each employee in the population a number.
- ☐ Use consecutive numbers.
- ☐ Use a table of random numbers to select by number.

Draw names:

- ☐ Write each employee's name on a separate piece of paper.
- ☐ Mix the names.
- ☐ Draw the number of names required.

Use systemized selection:

- ☐ Obtain a list of employees.
- ☐ Select in a systemized fashion—every so many names.

Initial Communication to All Employees

Communicate to Management First

The objective of the survey

When it will be conducted

That results will be reported to all employees

Who to ask questions

Who may be requested to assist

When employees will be notified

Use media normally used to communicate to management

Communicate to All Employees

The objective of the survey

When it will be conducted

That results will be reported to all employees

Ask questions of your supervisor

Who may be requested to assist

Use media normally used to communicate to all employees

Identify the Conditions of Employment and Their Subareas to Survey

Develop a starting list based on:

- ☐ Internal questionnaires and meetings
- ☐ Previous surveys
- ☐ This book's list
- ☐ Consultants or consulting firms
- ☐ Published surveys
- ☐ Employee handbooks

- ☐ Company policies and procedures
- ☐ A questionnaire

Develop your typical conditions of employment—survey dimensions:

- ☐ *Immediate Supervision*—the direction, planning, and control exercised by the individual to whom you report
- ☐ *Job Assignment*—the responsibilities and authorities of the job you are asked to perform
- ☐ *Communications*—the communications you receive and provide
- ☐ *Performance Measurement*—the evaluation of your individual job performance
- ☐ *Compensation*—the cash rewards you receive for your work
- ☐ *Benefits*—the noncash rewards you receive for your work
- ☐ *Security*—the confidence you have in your safety and continuation of employment
- ☐ *Executive Management*—the leadership, planning, and control exercised by the senior executives of the company
- ☐ *Equal Treatment*—the fair and nondiscriminatory treatment you and other employees receive
- ☐ *Training*—the training provided for your current job, changes to your job, and future jobs
- ☐ *Career Opportunities*—the opportunities to increase your accountability and grow within the company
- ☐ *Facilities*—the environment in which you work and the availability of necessary equipment and supplies
- ☐ *Overall Company*—all the things that contribute to the company and its operations

Identify dimension subareas:

- ☐ Specific elements of each
- ☐ Elements currently requiring questions

Determine Where and When to Survey

- Consider required completion date.
- Consider the time to complete survey.
- Consider the dates of previous surveys.
- Consider the dates that will be appropriate in future years.
- Consider holidays, busy times, and vacations.
- Consider events that may be planned.
- Consider when most employees are available.
- Consider the requirements of other locations.
- Consider union contractual requirements.
- Consider legal and contractual requirements.

Determine the Employee Demographics to Identify and Report

Typical Demographic Groupings

Typical Employee Classifications

- ☐ Executive
- ☐ Management
- ☐ Supervisor
- ☐ Administrative and clerical
- ☐ Sales
- ☐ Professional
- ☐ Hourly
- ☐ Temporary
- ☐ Permanent
- ☐ Full-time
- ☐ Part-time

Department

- ☐ Group departments of a few employees with similar departments.
- ☐ Use numbers or titles employees know.

Length of Service

- ☐ Use ranges.
- ☐ Recognize anniversaries that affect conditions of employment:
 1. Retirement
 2. Vacation
 3. Vesting
 4. Assignment

Race:

- ☐ Use correct terminology.

Gender

Age:

- ☐ Use ranges.

Location—if employees are from more than one location.

Other Possible Demographic Groupings

Education

Marital status

Length of department service

Length of service in current position

Length of time it should take to complete a survey

Select the Types of Questions and Responses

Question Types

Objective

Multiple-choice

Essay

Fill-in

Response Types

Scale

- ☐ Odd or even points
- ☐ Number of scale points

Answer Sheets

Machine-tabulated

Written responses

Number of Possible Questions

Calculate the total survey time.

Calculate the number of essay questions.

Calculate the number of demographic questions.

Calculate the time for the introduction and instructions.

Calculate the number of dimensions.

Calculate the number of subareas to survey.

Develop the Questions for Each Area

Consider the type and number of questions for each dimension.

Consider the type and number of questions for each subarea.

Consider supplemental questions.

Consider the tabulation methodology.

Sequence the Questions

- Group by dimension or mix.
- Group by dimension and then by type.
- Group by type and mix.
- Group by type and then by dimension.
- Group by importance.

Order of Types of Questions

- Importance scale
- Agreement scale
- Amount scale
- Rating scale
- Satisfaction scale
- Multiple-choice
- Fill-in
- Essay

Develop a Security System

Group- and Individually Administered Written Surveys

- Distribute cards with demographic information for admittance.
- Check off attendees from master list.

Mailed Surveys

- Have one survey mailed to each employee.
- Have one return envelope mailed to each employee.
- Do not accept reproduced surveys.
- Establish last postmark date for acceptance.

Online Surveys

Program controls.

Use randomly selected passwords or numbers.

Interviews and Focus Group Meetings

Assign employees.

Consider not giving employee names to interviewers and meeting leaders.

Prepare the Survey Documents

Survey Question Document

Introduction

- ☐ Purpose (objective) of the survey
- ☐ Reporting of survey results
- ☐ Use of survey results
- ☐ Confidentiality of survey responses

Answer Sheet Document

Machine-scored

- ☐ Ensure enough response categories for the number of questions.
- ☐ Ensure the correct number of responses per question.
- ☐ Include some form of identification space.
- ☐ Include practice question responses.
- ☐ Have response numbers agree with question numbers.

Written questions

- ☐ Have some form of identification space.

- ☐ State questions.
- ☐ Have space for responses.

Prepare the Survey Administration Rules and Instructions

Group- and Individually Administered Written Surveys

Rules

- ☐ There is no talking among participants.
- ☐ If participant must leave the room, he must leave all survey materials at his chair.
- ☐ Participants may take as long as necessary to complete the survey.
- ☐ There is no time limit.
- ☐ If only a part of the survey is completed, only that part will be tabulated.

Instructions

- ☐ Include how to respond to the survey questions.
- ☐ Include instructions on using codes or passwords.
- ☐ Show how to cross-identify answer sheets.
- ☐ Include submission procedures.

Mailed Surveys

Rules

- ☐ Only employees can complete the surveys.
- ☐ Reproduced surveys will not be accepted.
- ☐ Surveys are to be returned in provided envelopes.
- ☐ Include the date of latest accepted postmark for surveys.

- ☐ Participants may take as long as necessary to complete the survey.
- ☐ There is no time limit.
- ☐ If only a part of the survey is completed, only that part will be tabulated.

Instructions

- ☐ Include how to respond to the survey questions.
- ☐ Include instructions on using codes or passwords.
- ☐ Show how to cross-identify answer sheets.
- ☐ Include submission procedures.

Online Surveys

Rules

- ☐ Only employees complete surveys.
- ☐ Include the date of latest accepted survey.
- ☐ Participants may take as long as necessary to complete the survey.
- ☐ There is no time limit.
- ☐ If only a part of the survey is completed, only that part will be tabulated.
- ☐ If a participant must leave the computer, she must log off and log back on later.
- ☐ Only one log-off/log-on is allowed.

Instructions

- ☐ Include how to respond to the survey questions.
- ☐ Include instructions on using codes or passwords.
- ☐ Show how to cross-identify answer sheets.
- ☐ Include submission procedures.

Select the Survey Administrators

Sources

- Internal
- External
- Combination

Considerations

- Time available
- Abilities
- Number required
- Availability
- Credibility
- Cost

Describe the Tabulation Report Format

Considerations

- Populations of employees by total participants and demographics
- Question responses by dimensions and subareas
- Full reports by requested demographics
- Written responses by departments
- Any requested correlations
- Any requested comparisons
- Any requested comments or analysis

Schedule the Survey

Group- and Individually Administered Written Surveys

- Obtain facilities.
- Obtain surveys.
- Obtain answer sheets.
- Obtain supplies.
- Obtain equipment.
- Allow time for make-ups.

Mailed Surveys

- Obtain prestamped addressed envelopes.
- Obtain instruction letters.
- Obtain surveys.
- Obtain answer sheets.
- Have outgoing envelopes addressed.
- Prepare packages for mailing.
- Allow time for make-ups.

Online Surveys

- Have surveys programmed.
- Obtain equipment.
- Obtain security.
- Allow time for make-ups.

Notify the Employees

Initial Communication

Communicate to management first:

- ☐ The objective of the survey
- ☐ When it will be conducted

- ☐ When results will be reported to all employees
- ☐ Whom they may contact with questions
- ☐ Who may be requested to assist
- ☐ When employees will be notified
- ☐ Use of media normally used to communicate to management

Communicate to all employees:

- ☐ The objective of the survey

Final Communication

Is conducted a week or two prior to survey date
 Uses normal communication media
 States objectives and purposes
 States survey dates
 Includes format and procedure
 Lists make-up procedures
 Lists location(s) of survey
 Includes individual employees scheduled by supervisor
 Includes information on reporting of survey results
 Recommends seeing supervisors with questions

Train the Administrators

Subjects

The company's objective in conducting the survey
 The confidentiality of survey information
 The dates of any past surveys
 Any particular problems associated with past surveys
 The facility, equipment, and supplies required and arrangements for them

When and how survey feedback will be given to employees
Who is assigned and will be available to help with any questions or problems
The security procedures
Any employee assigned to an administrator for security assistance
The mechanics of the survey (forms, answer sheets, etc.)
The instructions
The name and telephone number of someone to call for assistance
The individual schedules

Checklist of Equipment and Supplies

Written surveys administered to groups:

- ☐ Location
- ☐ Pencils or other marking devices
- ☐ Pencil sharpener, if needed
- ☐ Enough surveys and answer sheets for all participants
- ☐ Envelopes and/or drop box

Written surveys administered individually at a single location:

- ☐ Private room or cubicle for completion
- ☐ Pencils or other marking devices
- ☐ Enough surveys and answer sheets for all participants
- ☐ Envelopes and/or drop box

Online surveys:

- ☐ Available computers
- ☐ Loaded and accessible survey
- ☐ Passwords or numbers

Obtain Supplies and Equipment

Written Surveys Administered to Groups

- Confirmed location
- Pencils or other marking devices
- Pencil sharpener, if needed
- Enough surveys and answer sheets for all participants
- Envelopes and/or drop box

Written Surveys Administered Individually at a Single Location

- Confirmed private room or cubicle for completion
- Pencils or other marking devices
- Enough surveys and answer sheets for all participants
- Envelopes and/or drop box

Mailed Surveys

- Cover letters
- Enough surveys and answer sheets for all participants
- Addressed and stamped return envelopes
- Addressed outgoing envelopes

Online Surveys

- Confirmed available computers
- Loaded and accessible surveys
- Passwords or numbers available

Administer the Survey

Written Surveys Administered to Groups

- Ensure location is available.
- Ensure administrator is at location.
- Ensure all supplies are at location.

Ensure envelopes and/or drop box is at location.

Ensure participation security at location.

Written Surveys Administered Individually at a Single Location

Ensure private room or cubicle is available.

Ensure administrator is at location.

Ensure all supplies are at location.

Ensure envelopes and/or drop box is at location.

Ensure participation security at location.

Mailed Surveys

Ensure all are mailed.

Online Surveys

Confirm available computers.

Ensure surveys are loaded and accessible.

Ensure passwords or numbers are available.

Make-Ups

Contact any employee missing scheduled survey participation.

Contact any employee not returning mailed survey by due date.

Contact any employee not completing online survey by completion date.

Analyze the Initial Tabulation

Review Received Tabulations

Response intensity:

- ☐ High negative responses
- ☐ High neutral responses
- ☐ Equal positive, neutral, and negative responses

Importance and satisfaction:

- ☐ High importance and high satisfaction
- ☐ High importance and low satisfaction
- ☐ Low importance and low satisfaction
- ☐ Low importance and high satisfaction

Correlations:

- ☐ Conflicting responses
- ☐ Inconsistent responses
- ☐ Levels of significance
- ☐ Relationship of dimension responses to overall company results

Changes from prior surveys

Differences with any external surveys

Written comments that refer to unidentified factors

Tabulators' comments

Obtain Additional Required Information

Identify Any Additional Information Required

Describe information.

Identify source.

Select procedure:

- ☐ Questionnaire
- ☐ Focus group
- ☐ Interview

Determine number to contact.

Conduct questionnaires, follow-up interviews, and/or focus groups.

Prepare a Management Report

Use tabulated results and additional information acquired.

Structure of Report

Description of survey format

Description of survey procedure

Description of dimensions and subareas

Number and types of questions

Demographics of respondents

Graphs or tables of each dimension question by:

- ☐ All employees
- ☐ Major demographic groupings

Commentary on dimension reports

Graphs or tables for all subarea questions by:

- ☐ All employees
- ☐ Major demographic groupings

Commentary of individual subarea questions

Comparison with previous survey results or external surveys

Relationship of dimension satisfaction responses to importance responses

Written comments

Commentary on written comments

Summary of overall results

Plan for communicating results to employees

Executive summary

Delivery

As printed document

At group meeting

Obtain

Management's reactions

Management's action plans

Structure for report to employees

Method for report to employees

Prepare a Final Report to Employees

Structure

Description of survey

Survey objective and purpose

Description of survey dimensions

Commentary on each dimension:

- ☐ Summary of responses
- ☐ Comparison with past surveys
- ☐ Comparison with external surveys
- ☐ Brief analysis
- ☐ Management's reactions
- ☐ Management's action plans

Overall summary
Description of next steps
Department meetings

Deliver the Final Report to Employees

Employee meeting:

- ☐ Survey results given by person accountable for conducting survey
- ☐ Management's reactions and action plans given by senior manager
- ☐ Department meetings described by human resources representative

Booklet
Employee newsletter
E-mail
Computer

Prepare Individual Supervisor Reports

Survey reports by individual departments

Train the Supervisors in a Survey Report Meeting Method

Review and discussion of overall survey results
Review and discussion of individual department results
Review and discussion of department meeting agenda and approach
Practice in conducting department meeting
Delivery of department survey results to each supervisor

Conduct Supervisor-Led Survey Report Meetings

Overview of survey results for the company

Questions and discussion of overall survey results

Review of survey results that apply to the department

Questions and discussion of department results

Identification of areas of needed improvement that can be addressed at the department level

Establishment of objectives for improvement based on survey results

Assignment of accountability for implementing objectives

Establishment of a follow-up meeting to review progress in fulfilling objectives